

# Teams *with* Hugo

— RESOURCES —

Goal Orientation

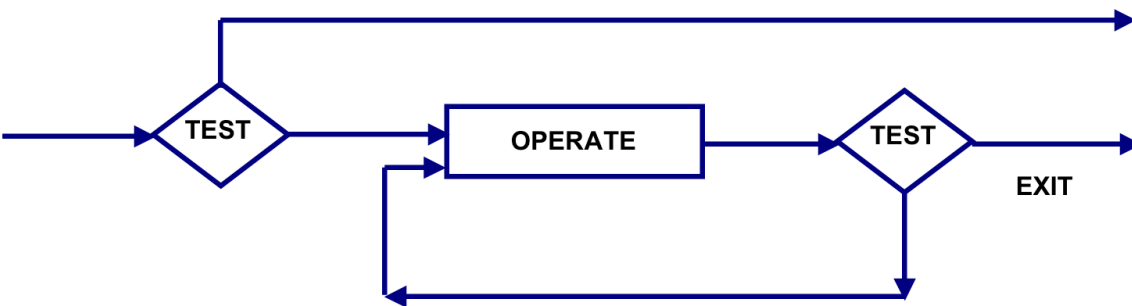
# Goal Orientation—The T.O.T.E. model

Meet the T.O.T.E. model.

A tool for problem-solving that relies on self-correcting feedback loops to ensure that personal and team development is adaptive to the changing environment and therefore achieve the desired objective.

Test-Operate-Test-Exit (T.O.T.E.) is one of the older NLP models, developed by Miller, G.A, Galanter.

# Goal Orientation – The T.O.T.E. model

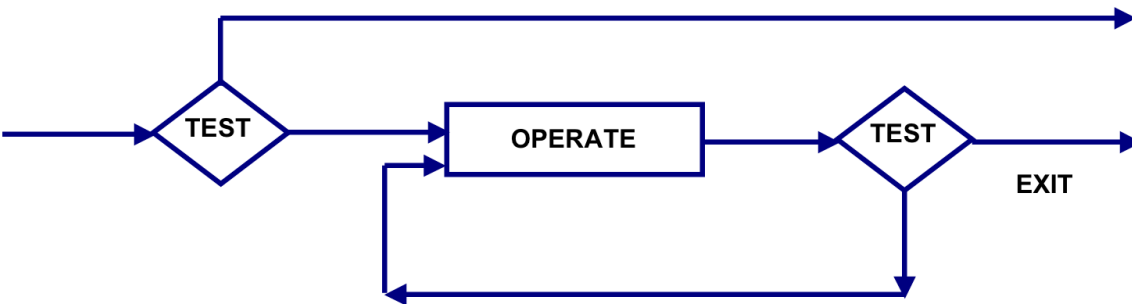


The T.O.T.E. is a cybernetic model of problem solving through self-correcting feedback loops. An example for an artifact based on the T.O.T.E. is the thermostat that regulates central heating.

The temperature of a room is constantly tested and adjusted until the actual result is in line with the expected result.

The idea is to constantly adapt your behavior (or that of your team, or that of your organization) to the changing environment, until the objective is reached. It requires a high flexibility from all stakeholders.

# Goal Orientation – The T.O.T.E. model



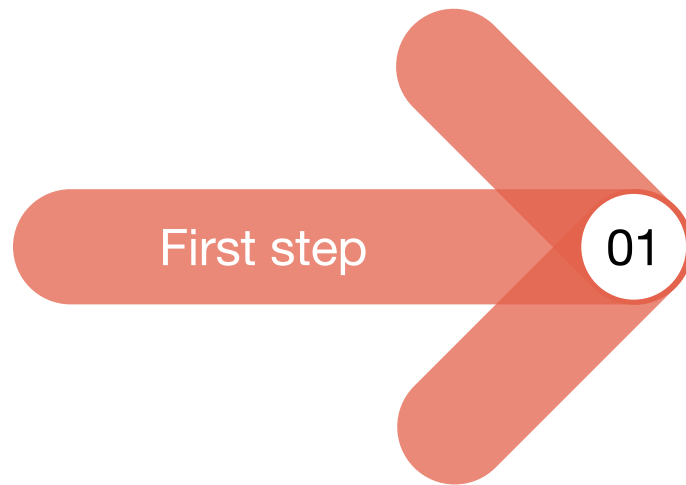
As Robert Dilts describes, the model has neurological consequences, which can be compared to the deeper processes that are behind the effectiveness of Appreciative Inquiry.

The more evidence people have that shows that they are getting closer to their goal, the more motivated and inspired they are.

The other strength of the model is that it provides alternative options.

# Goal Orientation – Step by step

The model can be used in personal, team and organizational development. The process is showcase now in step by step (7 steps).



## The objective

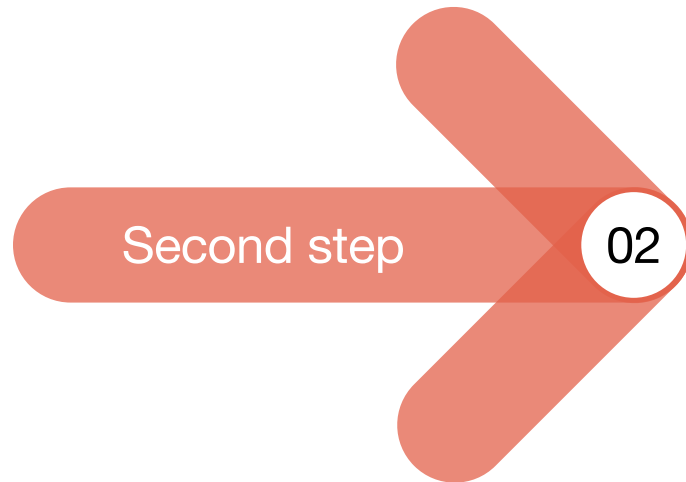
Describe your goal/objectives in positive, affirmative terms instead of expressing what you want to get rid of.



## The question(s)

- What is your goal?
- What do you want to achieve?

# Goal Orientation – Step by step



## The objective

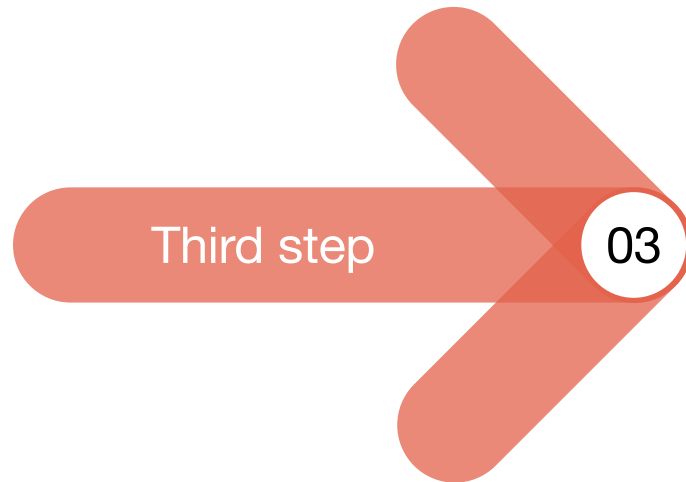
Describe your goal with as much detail as possible - use your different senses.



## The question(s)

- What would you see, hear, smell, taste, feel when you reached your goal?
- What is a concrete example?

# Goal Orientation – Step by step



## The objective

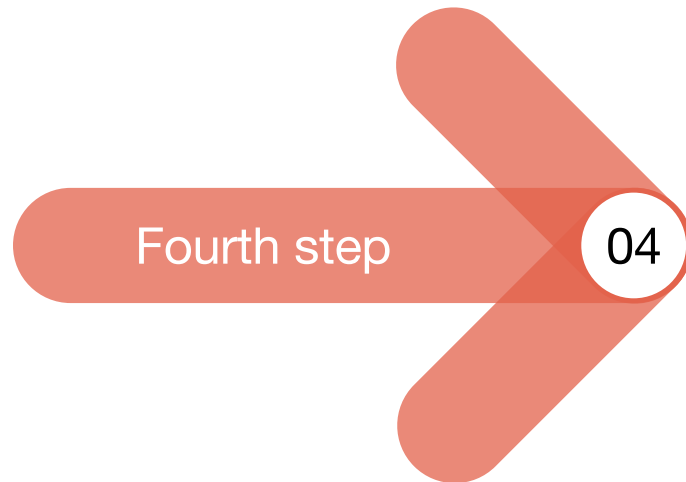
Establish the evidence that would show the progress on your way towards achieving the goal (process indicators).



## The question(s)

- How exactly would you know that you are getting closer or further away from your goal?
- How exactly would somebody else know that you are getting closer or further away from your goal?

# Goal Orientation – Step by step



## The objective

Establish actions that would lead you towards your goal.

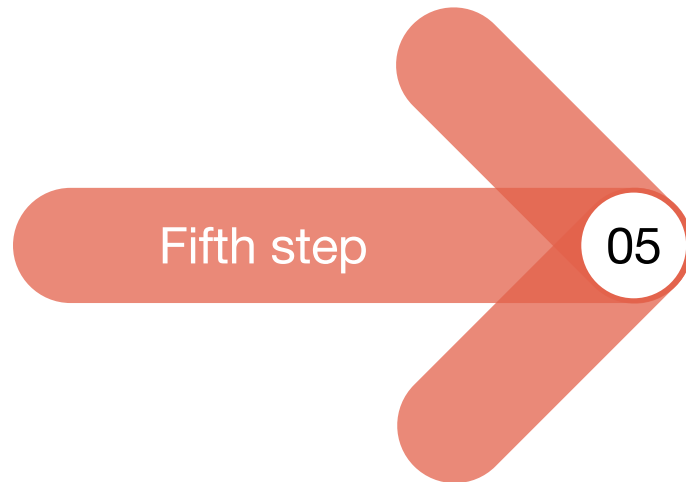


## The question(s)

- What will you do to achieve your goal?
- What is your plan?



# Goal Orientation – Step by step



## The objective

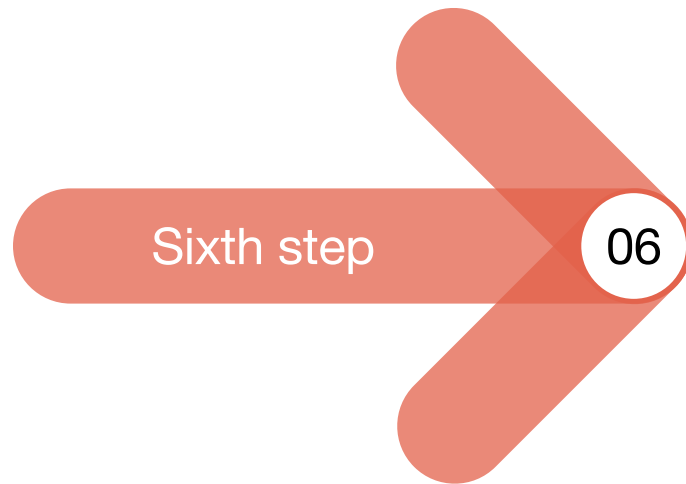
Establish the anticipated impact of the achievement of your goal.



## The question(s)

- What benefit would the achievement of your goal give to you?
- What is the long-term effect of the achievement?
- What is it good for?

# Goal Orientation – Step by step



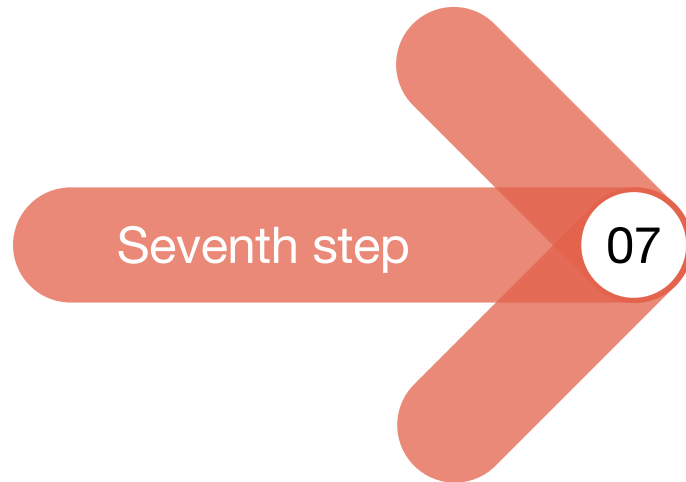
## The objective

Ecology check.

## The question(s)

- Who else will be affected and how?
- How will other persons (or parts of yourself) perceive the achievement of the goal or your plans and operations?

# Goal Orientation – Step by step



## The objective

Specify all anticipated problems and limitations, and what you will do about it.



## The question(s)

- What could prevent you from achieving the goal?
- Is there something you would lose when you achieve the goal (or during the operation)?
- Which resources do you have to mobilize to deal with these barriers and limitations?

# Goal Orientation – The T.O.T.E. model

This process can be even refined by relating each of the question 2-7 to SELF and to OTHERS, e.g. "What would you see, hear, smell, taste, feel when you reached your goal? What is a concrete example?" (SELF) and "What would others see, hear, smell, taste, feel when you reached your goal? What is a concrete example for others?" (OTHERS).

The questions can also be rephrased for a team exercise or the analysis of an organizational strategy.

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